

MSDC #20

June 1969

~~Handwritten signature or scribble~~

No Course Report was written for MEDC #20.  
All critiques for all three Phases plus Overall  
Critique was sent to the DDTR and DTR in lieu of.

**SECRET**

MEDC #20 - Phase I

11 - 16 May 1969

Approved For Release 2002/11/04 : CIA-RDP80-00536A000200050001-8

# **MIDCAREER EXECUTIVE DEVELOPMENT COURSE**



**OFFICE OF TRAINING**

**SECRET**

Approved For Release 2002/11/04 : CIA-RDP80-00536A000200050001-8

S E C R E T

MIDCAREER  
EXECUTIVE DEVELOPMENT COURSE

No. 20  
(OTR #4-69)

11 May - 20 June 1969

S E C R E T

S E C R E T

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 20

CHIEF	:	<input type="text"/>	25X1A
		Room 611, Magazine Building	
		Ext: <input type="text"/>	25X1
ASSOCIATE	:	<input type="text"/>	25X1A
		Room 611, Magazine Building	
		Ext: <input type="text"/>	25X1
TRAINING ASSISTANT:		<input type="text"/>	25X1A
		Room 611, Magazine Building	
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S E C R E T

S E C R E T

FOREWORD

The Midcareer Executive Development Course (MEDC), a part of the Midcareer Training Program, is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of Management Practices, of the Agency and the Intelligence Community, and of the Government's involvement in international affairs.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

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S E C R E T

S E C R E T

WEDNESDAY, 7 May 1969  
(USIB Conference Room 7E-26)

INTRODUCTION TO THE COURSE

1315	Registration		
1330-1445	Introduction to the Course	<div style="border: 1px solid black; width: 150px; height: 1.2em; display: inline-block;"></div> Chief, Midcareer Executive Develop- ment Course, SUS/OTR	25X1A
		<div style="border: 1px solid black; width: 150px; height: 1.2em; display: inline-block;"></div> Midcareer Executive Development Course, SUS/OTR	25X1A
1500	Welcoming Address <u>Colonel L. K. White</u> Executive Director-Comptroller		
1530	The Midcareer Training Program	<u>Hugh T. Cunningham</u> Director of Training	
1545	Special Clearance Briefings	<div style="border: 1px solid black; width: 150px; height: 1.2em; display: inline-block;"></div> Secutiry Officer, OTR	25X1A

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MIDCAREER  
EXECUTIVE DEVELOPMENT COURSE

No. 20

PHASE I

THE MANAGERIAL GRID

Sunday, 11 May 1969

through

Friday, 16 May 1969

at

25X1A

S E C R E T



S E C R E T

SUNDAY, 11 May 1969

1530	Arrive at	<input type="text"/>	25X1A
1615	Convene in Conference Room (CR-11)		25X1A
	Welcoming Remarks	<input type="text"/>	
	Security Briefing		
1645	Reception	<input type="text"/>	25X1A
1800	Dinner		25X1A
1900-1930	General Session: Introduction to Seminar, Introduction to Grid Concepts Activity	<input type="text"/> Management Training Faculty, SUS/OTR	25X1A
1930-2130	Team Activity: Grid Concepts Test		
2130-2200	General Session: Scoring		

S E C R E T

MONDAY, 12 May 1969

0800-0815	Lecturette: Start-Pathway-Goal-Critique	
0815-1000	Team Activity: Critique	
1000-1030	Team Activity: Complete and Post Wall Charts	
1200	Lunch	
1300-1315	Introduction to <span style="border: 1px solid black; display: inline-block; width: 200px; height: 1.2em; vertical-align: middle;"></span>	25X1A
1315-1630	Team Activity: <span style="border: 1px solid black; display: inline-block; width: 200px; height: 1.2em; vertical-align: middle;"></span>	
1630-1700	General Session: Scoring	
1700	Dinner	
1900-1915	Introduction to <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1.2em; vertical-align: middle;"></span> Critique	25X1A
1915-	Team Activity: Critique	

TUESDAY, 13 May 1969

25X1A

0800-0830	General Session: Newsprint exchange on <div style="border: 1px solid black; width: 150px; height: 1.2em; display: inline-block;"></div> Critique
0830-0845	Introduction to Team vs. Committee Action Activity
0845-1230	Team Activity: Step 1: Developing team solution for Team vs. Committee Action
1230	Lunch
1330-1430	Team Activity: Step 2: Critique. Complete wall charts
1430-1545	General Session: Step 3: Pair discussions of team reports
1545-1630	General Session: Step 4: Summarize point allocations; Lecturette: Managing Intergroup Conflict in Industry Introduction to Steps 5 & 6
1630-1715	Pair Discussions: Step 5: Critique of pair members' Grid Styles
1715	Dinner
1915-	Team Activity: Step 6: Team Critique

WEDNESDAY, 14 May 1969

0800-0830	General Session: Newsprint exchange on Team vs. Committee Critique
0830-0845	Introduction to <u>12 Angry Men</u> activity
0845-1030	<u>12 Angry Men</u> film
1030-1115	Step 1: Individual judgments of managerial styles of <u>12 Angry Men</u> characters
1115-1200	Team Activity: Step 2: Judging managerial of <u>12 Angry Men</u> characters
1200	Lunch
1300-1445	Team Activity: Complete Step 2
1445-1515	General Session: Step 3: Individual and team scoring of <u>12 Angry Men</u> Introduction to Step 4
1515-1700	Team Activity: Step 4: Critique
1700	Dinner
1900-1915	General Session: Lecturette: Organization Culture Concepts Introduction to Ideal Organization Culture Activity
1915-2015	General Session: Individual Completion of Ideal Organization Culture
2015	Team Activity: Ideal Organization Culture

THURSDAY, 15 May 1969

0800-0830	General Session: Introduction to Personal Feedback
0830-1000	Team Activity
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1915	General Session: Feedback on Ideal Organization Culture (NP24)
1915	General Session: Individual Completion of Managerial Values

FRIDAY, 16 May 1969

0800-0815	General Session: Introduction to Analyzing Organization Culture
0815-1100	Team Activity: Analyzing Organization Culture Prepare Newsprint on 7 Barriers
1100-1130	General Session: Newsprint Exchange
1130-1200	General Session: Feedback on NP52 Feedback on NP36
1200-1215	General Session: Lecturette "Organization Development" Summation of Seminar
1215	Lunch
1300	Briefing for Phase II <span style="float: right;">25X1A</span> <div style="border: 1px solid black; width: 150px; height: 15px; margin-top: 5px;"></div>
1430	ETD for Drivers and Passengers

25X1

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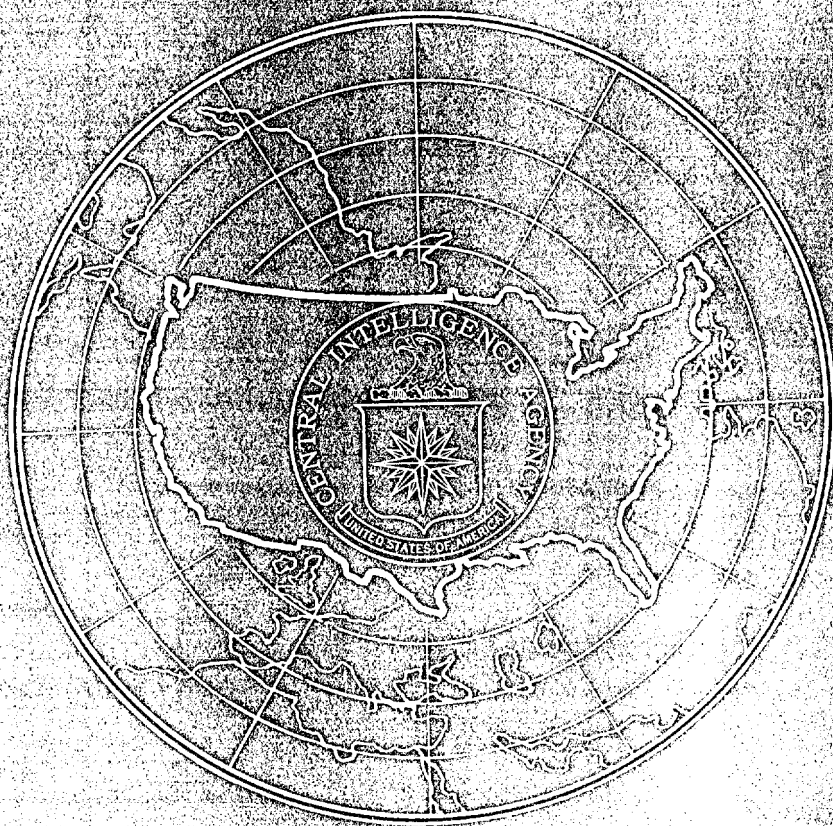
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SECRET

MEDC 750  
18 May-4 June 1969

Approved For Release 2002/11/04 : CIA-RDP80-00536

# MIDCAREER EXECUTIVE DEVELOPMENT COURSE



OFFICE OF TRAINING

SECRET



S E C R E T

MIDCAREER  
EXECUTIVE DEVELOPMENT COURSE

NO. 20

PHASE II

THE AGENCY

AND

THE INTELLIGENCE COMMUNITY

Monday, 19 May through Thursday 29 May 1969

at

25X1A



Monday, 2 June through Wednesday, 4 June 1969

In Room 1A-07, Headquarters Building

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EXECUTIVE DEVELOPMENT COURSE

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S E C R E T

MONDAY, 19 May 1969

0915	Convene in Conference Room (CR-11)	
0930-1015	Group Introductions	
1030-1200	"The Agency and the Intelligence Community"	<u>Hugh Cunningham</u> Director of Training
1215	Lunch	
1315-1345	Preparation of Critiques (GRID)	
1345-1500	"The Agency's Relationships with the Congress"	<u>John Maury</u> Legislative Counsel
1515-1630	"The Role of the General Counsel"	<u>Lawrence Houston</u> General Counsel
1630-1830	Free Period	
1830	Dinner	
1930-2130	Informal Discussion (At <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1.2em; vertical-align: middle;"></span> 25X1A	<u>Hugh Cunningham</u> <u>John Maury</u> <u>Lawrence Houston</u>

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TUESDAY, 20 May 1969

0800-0830 Individual Presentation

0830-0900 Reading and Critique Period

0900-1030 FILM: "The National Intelligence  
Estimates"

"The Production of National  
Estimates"

[Redacted]

Director of  
National Estimates

25X1A

1045-1145 "The Agency's Role in  
Strategic Research"

[Redacted]

Acting Deputy  
Director of  
Strategic Research

25X1A

1200 Lunch

1300-1415 "CIA's Current Intelligence Role"

Drexel Godfrey

Director of  
Current Intelligence

1430-1530 "Developments in Economic  
Intelligence"

Edward Allen

Director of  
Economic Research

1545-1645 "Environmental Intelligence"

James Brammell

Director, Basic and  
Graphic Intelligence

1645-1830 Free Period

1830 Dinner

1930-2130 Informal Discussion

(At [Redacted])

[Redacted]

Drexel Godfrey

Edward Allen

James Brammell

25X1A

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25X1A

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WEDNESDAY, 21 May 1969

0815-0915	"The Role of the Domestic Contact Service"	<u>James Murphy</u> Director, Domestic Contact Service	25X1A
25X1A 0930-1030	<div style="border: 1px solid black; height: 30px; width: 300px;"></div>	<div style="border: 1px solid black; height: 60px; width: 250px;"></div>	
1045-1145	"The Functions of the Central Reference Service"	<div style="border: 1px solid black; height: 15px; width: 150px;"></div> Deputy Director, Central Reference Service	25X1A
25X1A 1200-1245	<div style="border: 1px solid black; height: 30px; width: 250px;"></div>	<u>James Murphy</u> <div style="border: 1px solid black; height: 35px; width: 150px;"></div>	25X1A
1300	Buffet Lunch		
1345-1545	Informal Discussion (At <div style="border: 1px solid black; height: 15px; width: 100px;"></div> 25X1A	<u>R. J. Smith</u> Deputy Director for Intelligence	
1600-1730	Individual Presentations		
1800	Dinner		25X1A
1900-2200	"A Case History" (At <div style="border: 1px solid black; height: 15px; width: 100px;"></div>	<div style="border: 1px solid black; height: 15px; width: 180px;"></div> Instructor, Operations School, OTR	25X1A

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THURSDAY, 22 May 1969

0800-0830 Individual Presentation

0830-0915 Reading and Critique Period

25X1A

0915-1030 "Agent Operations"

[REDACTED]  
Chief, International  
Communism Group,  
CI Staff

1045-1145 Individual Presentations

25X1A

1200 Lunch

1300-1415 "Field Station Activities"

[REDACTED]  
~~Deputy Chief,~~  
~~European Division~~

1430-1500 Individual Presentation

25X1A

1515-1630 "The Management of an Area  
Division"

[REDACTED]  
Chief, Western  
Hemisphere Division

1630-1830 Free Period

1830 Dinner

1930-2130 Informal Discussion  
(At [REDACTED])

25X1A

[REDACTED]  
25X1A

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FRIDAY, 23 May 1969

25X1A

0800-0900 Individual Presentations

0900-1115 "The Role of Technical Services  
in Support of Operations"

*Physics*

1130-1315 Demonstrations - Discussion

and

Buffet Lunch

25X1A

(at )

1330-1500 "The Nature of Covert Activity"

1515 Free Week-End

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MONDAY, 26 May 1969

0915 Convene in CR-11

0920-0950 Individual Presentation

1000-1145 "Target: Soviet Bloc"

1200 Lunch

1300-1430

[Redacted]

1445-1615 Informal Discussion

(At

[Redacted]

25X1A

1630-1830 Free Period

1830 Dinner

1900-2100 Evening with

Colonel L. K. White  
Executive Director-Comptroller

[Redacted]

25X1A

[Redacted]

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TUESDAY, 27 May 1969

0800-0900	Individual Presentations	
0915-1045	"The Role of Science and Technology in CIA"	<del>Carl Duckett</del> Deputy Director for Science and Technology
1100-1145	"CIA Research and Development Programs"	<div style="border: 1px solid black; width: 300px; height: 1.2em; display: inline-block;"></div> X1A <del>Robert Chapman</del> Dep. Director of Research and Development
1200	Lunch	
1300-1345	"Computer Services"	<u>Charles Briggs</u> Director of Computer Services
1400-1445	"ELINT Activities"	<u>George Miller</u> Director of ELINT
1500-1545	"Scientific Intelligence"	<u>Donald Chamberlain</u> Director of Scientific Intelligence
1600-1645	"Foreign Missile and Space Analysis"	<div style="border: 1px solid black; width: 230px; height: 1.2em; display: inline-block;"></div> 25X1A <u>David Brandwein</u> Dep. Director of Foreign Missile and Space Analysis Center
1645-1700	Closing Remarks	<del>Carl Duckett</del>
1700-1830	Free Period	
1830	Dinner	
1930-2130	Informal Discussion (At <div style="border: 1px solid black; width: 120px; height: 1.2em; display: inline-block;"></div> 25X1A	<del>Carl Duckett</del> <del>Robert Chapman</del> <u>Charles Briggs</u> <u>George Miller</u> <u>Donald Chamberlain</u> <u>David Brandwein</u>

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WEDNESDAY, 28 May 1969

0800-0930 Individual Presentations

0945-1045 "The Support Services"

R. L. Bannerman  
Deputy Director  
for Support

1100-1200 "The Nature and Scope  
of Training Support"

[Redacted]  
Deputy Director  
of Training

25X1A

1215 Lunch

1315-1415 "Security Considerations in  
Accomplishing the  
Agency's Mission"

[Redacted]  
Howard Osborn  
*Dep.* Director of Security

25X1A

1430-1500 Individual Presentation

1515-1630 "Personnel Problems"

Robert Wattles  
Director of Personnel

1630-1830 Free Period

1830 Dinner

1930-2130 Informal Discussion  
(At [Redacted])

25X1A

[Redacted]  
R. L. Bannerman  
Hugh Cunningham  
Howard Osborn  
Robert Wattles

25X1A

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THURSDAY, 29 May 1969

0800-0930	Individual Presentations	25X1A
0945-1145	"Developments in Technical Communications"	<div data-bbox="1052 573 1347 615"></div> Director of Communications
1200	Lunch	25X1A
1300-1400	"Logistical Support of Agency Activities"	<div data-bbox="1029 758 1330 800"></div> Deputy Director of Logistics
1415-1445	Administrative Time	
1500	ETD for Drivers and Passengers	

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MONDAY, 2 June 1969

(Room 1A-07, Headquarters)

0830-0930	"Human Factors in Intelligence"	<u>Dr. John Tietjen</u> Director of Medical Services
0945-1045	"Financial Management"	<u>Lester Bush</u> Director of Finance
1100-1215	Meeting with the Deputy Director for Plans (USIB Conference Room, 7E-26)	<u>Thomas Karamessines</u>
1230	Lunch	25X1A <div></div>
1315-1530	"Planning and Programming in CIA: Depth and Scope"	<u>John Clarke</u> Chief, <del>Director of Planning, Programming and Budgeting</del> Div. 25X1A <div></div> Assistant Executive Secretary, USIB
1545-1700	"The Role of the United States Intelligence Board" (USIB)	

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TUESDAY, 3 June 1969

0800	Convene at Headquarters: Main Bus Stop		
0815	Depart for Building <span style="border: 1px solid black; display: inline-block; width: 150px; height: 1.2em; vertical-align: middle;"></span>		25X1
0900-1115	"Developments in Photographic Intelligence"	<u>Arthur Lundahl</u> Director, National Photographic Interpre- tation Center	
1130	Depart for Headquarters		
1200	Lunch		25X1A
1315-1430	"The Defense Intelligence Agency" (Room 1A-07, Headquarters)	<span style="border: 1px solid black; display: inline-block; width: 250px; height: 30px; vertical-align: middle;"></span> Assistant Chief of Staff for Plans and Programs, DIA	
1445-1600	"The Department of State- Bureau of Intelligence and Research"	<u>William McAfee</u> Assistant Deputy Director for Coordination, Bureau of Intelligence and Research (INR), Department of State	
1615-1715	"The Role of the Imagery Analysis Service"	<u>Howard Stoertz</u> Director of the Imagery Analysis Service	

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WEDNESDAY, 4 June 1969

(Room 1A-07, Headquarters)

0815-0845 Individual Presentation

0900-1015 "The Coordination of U.S. Policies  
Overseas in the Developing  
Nations"

Justin O'Donnell  
DoD Representative  
to the National  
Interdepartmental  
Seminar (NIS)

1030-1145 "The Psychological Dimension of  
U.S. Policy Problems"

Joseph Kitchen  
USIA Representative  
to the National  
Interdepartmental  
Seminar (NIS)

1200 Lunch

1245-1315 Individual Presentation

1330-1445 "U.S. Foreign Policy in  
Latin America"

William Broderick  
Staff Director,  
Interdepartmental  
Group (IG) for  
Latin America,  
Department of State

1500-1600 CIA Operations Center Tour  
(Group A\*)  
Reading and Preparation of  
Critiques (Group B\*\*)

Chief, CIA Operations  
Center

25X1A

1600-1700 CIA Operations Center Tour  
(Group B\*\*)  
Reading and Preparation of  
Critiques (Group A\*)

\* Group A - Numbers 1 - 17

\*\* Group B - Numbers 18 - 34

S E C R E T



25X1

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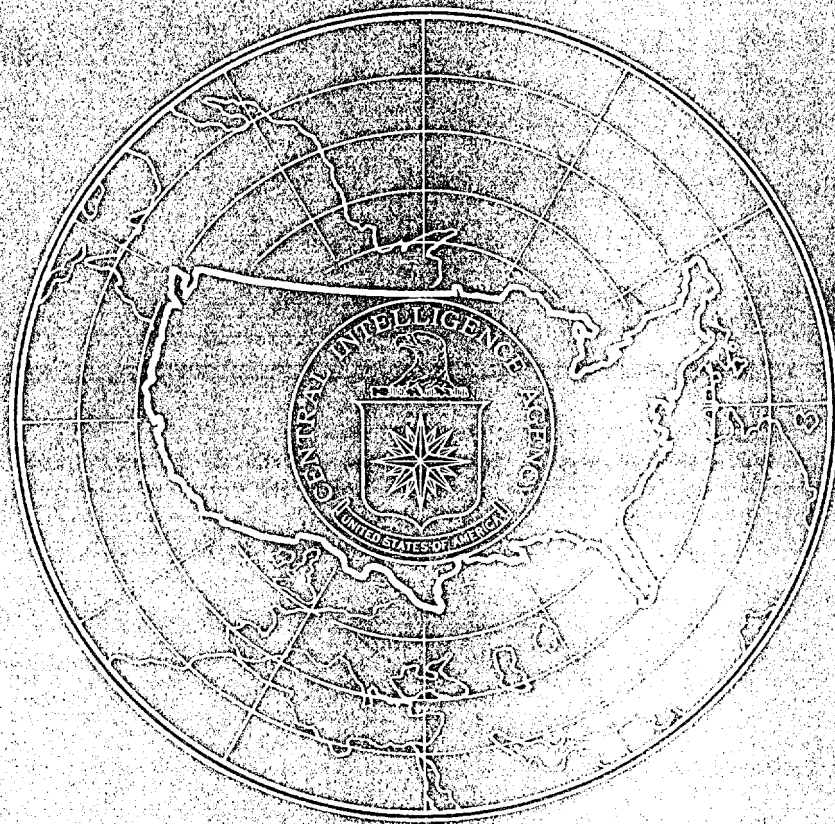
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MEDC #20 - Phase III  
15-20 June 1969

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# MIDCAREER EXECUTIVE DEVELOPMENT COURSE



OFFICE OF TRAINING

SECRET

S E C R E T

MIDCAREER  
EXECUTIVE DEVELOPMENT COURSE  
NO. 20  
(OTR No. 4-69)

PHASE III  
THE UNITED STATES GOVERNMENT  
AND  
WORLD AFFAIRS

Thursday, 5 June 1969 - Friday, 6 June 1969, at Room 1A-07, Headquarters  
Monday, 9 June 1969-Friday, 13 June 1969, at Rooms 609 & 610, Magazine Bldg.

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EXECUTIVE DEVELOPMENT COURSE

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S E C R E T

Thursday, 5 June 1969  
(Room 1A-07, Headquarters)

0815-0915      Individual Presentations

0930-1130      "The Americans"

Myron L. Koenig  
Dean for Academic  
Relations, Foreign  
Service Institute,  
Department of State

1200            Lunch

1300-1600      "The Middle East"

John S. Badeau  
Director, The  
Middle East  
Institute, Columbia  
University (Former  
U.S. Ambassador  
to the United Arab  
Republic)

1615-1645      Individual Presentation

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FRIDAY, 6 June 1969  
(Room 1A-07, Headquarters)

0815-0915 Individual Presentations

0930-1200 "Communist China in Historical  
Perspective"

Richard L. Walker  
Director, Institute  
for International  
Studies, University  
of South Carolina

25X1A

1215                      Lunch

1330-1530 "Computer Orientation"

Computer Science  
Adviser to the  
Director, Office of  
Computer Services

1545-1645 Individual Presentations

**S E C R E T**



S E C R E T

MONDAY, 9 June 1969  
(Room 609, Magazine Building)

0800	Bus departs Headquarters for Magazine Building	
0900-1130	"U.S. National Security Interests in South and Southeast Asia"	<u>Kenneth P. Landon</u> Director, South and Southeast Asia Center, American University
1145-1215	Individual Presentation	
1230	Lunch	
1315-1345	Critique Period (Phase II)	
1345-1415	Individual Presentation	
1430-1630	"Current Developments in North Africa"	<u>Peter Sebastian</u> Alternate Country Director for Northern African Political Affairs, Department of State
1635	Bus departs Magazine Building for Headquarters	

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TUESDAY, 10 June 1969  
(Room 609, Magazine Building)

0800            Bus departs Headquarters for  
                 Magazine Building

0900-1130      "Language and Communication"

James Bostain  
Scientific Linguist  
Foreign Service  
Institute, Department of State

1145            Lunch

1300-1400      Individual Presentations

1415-1530      "The President's Tools in Foreign  
                 Policy Decision-Making"

Harold H. Saunders  
Member, Senior  
Staff, National  
Security Council,  
The White House

1545-1645      "The Evaluation of National  
                 Intelligence Programs and  
                 the Agency's Relationship  
                 to the PFIAB"

Assistant Deputy  
to the Director of  
Central Intelligence  
for National  
Intelligence  
Programs  
Evaluation

25X1A

1650            Bus departs Magazine Building  
                 for Headquarters

S E C R E T

S E C R E T

Wednesday, 11 June 1969  
Room 609, Magazine Building

0800      Bus departs Headquarters for  
            Magazine Building

0900-1130    "Congressional Dynamics"

Charles L. Clapp  
Assistant to the  
Secretary, Smithsonian  
Institution (Formerly  
Legislative Assistant to  
Senator Saltonstall  
of Massachusetts)

1145      Lunch

1300-1415    Critique Period (Phase II)

1415-1445    Individual Presentation

1500-1630    "Vietnam: Trends and Developments"

25X1A  
Deputy Special  
Assistant to the  
Director for  
Vietnamese Affairs,  
Office of the Director

1635      Bus departs for Headquarters from  
            Magazine Building

S E C R E T

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THURSDAY, 12 June 1969  
(Room 609, Magazine Building)

0800            Bus departs Headquarters for  
                 Magazine Building

0900-1200      "Soviet Foreign Policy"

Herbert Dinerstein  
Professor of Soviet  
Studies, School of  
Advanced International  
Studies, Johns Hopkins  
University

1200            Lunch

1315-1345      Individual Presentation

1400-1630      "The War on Poverty"

Hyman H. Bookbinder  
Former Assistant  
Director of the  
Antipoverty Program

1635            Bus Departs Magazine Building for  
                 Headquarters

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FRIDAY, 13 June 1969  
(Room 610, Magazine Building)

0800	Bus departs Headquarters for Magazine Building	
0900-1100	"American Politics of the 1970's"	<u>Richard M. Scammon</u> Director, Elections Research Center and Vice-President, Governmental Affairs Institute, Washington, D. C.
1115-1145	Individual Presentation	
1145-1215	Critique & Reading Period	
1215	Lunch	
1315-1345	Field Trip Briefing	<div data-bbox="1112 1129 1442 1180" style="border: 1px solid black; width: 200px; height: 20px; display: inline-block;"></div> 25X1A
1400-1615	"The Soviet Strategic Threat"	<u>Bruce Clarke</u> Director of Strategic Research, Office of the Deputy Director for Intelligence
1630	Bus departs Magazine Building for Headquarters	

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**\*\* FIELD TRIP SCHEDULE FOR MEDC NO. 20**

**SUNDAY, 15 June 1969**

1215	EDT	Special Bus Leaves Headquarters for Andrews AFB
1330	EDT	Depart Andrews Air Force Base by air for Omaha
1700	CDT	Arrive Offutt Air Force Base, Omaha

**MONDAY, 16 June 1969**

0800-1600	CDT	SAC Headquarters: Briefings and tour
1615	CDT	Depart Offutt Air Force Base for Cheyenne, Wyoming
1700	MDT	Arrive Warren Air Force Base

**TUESDAY, 17 June 1969**

0800-1600	MDT	Warren Air Force Base: Briefings and tour
1615	MDT	Depart Warren Air Force Base for Colorado Springs
1700	MDT	Arrive Peterson Field

**WEDNESDAY, 18 June 1969**

0830-1530	MDT	NORAD: Briefings
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**THURSDAY, 19 June 1969**

0830-1500	MDT	NORAD Headquarters: Briefings and tour
1530	MDT	Depart Peterson Field, Colorado Springs, for Washington, D.C.
2230	EDT	Arrive Andrews Air Force Base
2240-2320	EDT	Special Bus returns class to Headquarters

**\*\* The above Flight Schedule for MEDC No. 20 is tentative, but it will be confirmed during the week prior to the Field Trip flight.**

S E C R E T

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FRIDAY, 20 June 1969 (Final Day)

0900 Convene in Room GA-07 at Headquarters

0915-1215 Administrative Time  
Preparation of Field Trip Accountings  
Completion of all Course Critiques

1230 Lunch

1345 Convene in the USIB Conference Room (7E-26)  
at Headquarters

1400-1530 Commencement Speaker:  
  
General Maxwell D. Taylor, USA  
Chairman, President's Foreign  
Intelligence Advisory Board,  
The White House

1600 Closing Remarks:  
  
~~XXXXXXXXXXXX~~ Lt. Gen. R. E. Cushman, Jr.  
~~Mr. Richard Helms~~  
Deputy Director of Central Intelligence

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